



JENNIFER M. GRANHOLM  
GOVERNOR

STATE OF MICHIGAN  
DEPARTMENT OF HUMAN SERVICES  
LANSING



MARIANNE UDOW  
DIRECTOR

April 6, 2006

The Honorable Bill Hardiman, Chair  
Senate Appropriations Subcommittee on DHS  
Michigan State Senate  
Lansing, MI 48909

The Honorable Rick Shaffer, Chair  
House Appropriations Subcommittee on DHS  
Michigan House of Representatives  
Lansing, MI 48913

Dear Senator Hardiman and Representative Shaffer:

Section 537(3) of 2005 Public Act No. 147 (Enrolled Senate Bill No. 271) requires the Department of Human Services, in conjunction with private child placing agencies, “. . . to develop a methodology for measuring goals, objectives, and performance standards for the delivery of foster care and adoption services. These goals, objectives, and performance standards shall apply to both public and private delivery of child welfare services, and data shall be collected from both private and public child welfare programs that can be used to evaluate performance achievements, including, but not limited to, the following: (a) Average caseload per foster care worker; (b) Average cost per case to the department and any other governmental agency; (c) Range of services provided; and (d) Program outcomes, including the average length of stay in residential treatment and foster care.” It further requires that the department submit a quarterly report to the legislature, beginning December 31, 2005, outlining the progress of the development of the goals, objectives, and performance standards, as well as the information collected through the implementation of the measurement program.

In consultation with private providers, new contracts were developed for implementation on April 15, 2006. Language in these contracts includes:

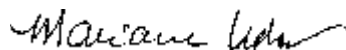
- Expectations that caseload ratios are not to exceed 1:30 for general foster care and 1:14 for specialized.
- Expectations of services to be provided to children and families in general and in specialized care.
- Definitions of program outcomes per the enclosed chart.

Agencies were informed that for the 18 months these contracts will be in effect, these outcomes will be measured to determine a baseline for the development of improvement plans where needed in subsequent contracts.

The average cost per case has not yet been determined, but is being reviewed for the development of recommendations for a revised rate structure.

If you have any questions regarding this information, please contact Jim Hennessey, director of Children's Services Administration, at (517) 335-6158.

Sincerely,

A handwritten signature in black ink, appearing to read "Marianne Udow". The signature is fluid and cursive, with a long horizontal stroke at the end.

Marianne Udow

Enclosure

cc: Senate and House Appropriations Subcommittee on DHS  
Senate and House Fiscal Agencies  
Senate and House Policy Offices  
State Budget Director

Draft Proposal of measuring CPA outcomes for Levels of Service 3/28/2006

Outcome	Definition	Calculation
No child supervised by the contractor shall be a victim of a substantiated abuse and/or neglect complaint where a preponderance of evidence is found during foster care placement.	Of all children served in foster care during the reporting period, how many were the subject of substantiated abuse and/or neglect (Category I, II, & III) by a foster parent (this could include foster children who are in pre-adoptive placements with their foster parents).	Number of victims with perpetrators who are foster parents / total number of open and closed foster care cases within the reporting period
No children supervised by the contractor shall be a victim of a substantiated abuse or neglect complaint where a preponderance of evidence is found following reunification with the parent or in an adoptive placement.	Of all the children served in foster care during the reporting period, how many were the subject of abuse and/or neglect (Category I, II, & III) by a parent (this will be captured as a subset of the previous report).	Number of victims with perpetrators who are biological parents / total number of open and closed foster care cases within the reporting period.
No more than 15% of children shall have more than two placements during program participation.	Of all children served who have been in foster care less than 12 months from the time of the latest removal from home, what percentage have had no more than two placement settings?	<p>Calculate the number of children who have been in foster care less than 12 months from the date of their latest removal from home.</p> <p>Calculate length of stay in months by date of discharge from foster care or (if that is not available) report period end date minus (–) latest removal from home. Divide by 30.4375.</p> <p>Select records where length of stay is greater than 0 and less than 12 months.</p> <p>From the group of children in care less than 12 months where the date of the current FC setting is missing, or is on or before the end of the fiscal year, count those children where the number of previous placement settings during this removal episode is 1 or 2.</p> <p>From the group of children in care less than 12 months, where the date of placement in their current foster care setting is after the end of the fiscal year, count those children where the</p>

		<p>number of previous placement settings during this removal episode is 1,2, or 3.</p> <p>For CPAs, more than two placements only, count if they are contiguous (back to back).</p>
<p>Seventy-five percent of children requiring out-of-home placement shall be placed within their county of court jurisdiction unless an out-of-county placement is geographically closer to the parent's residence at the time of placement, or unless placed with a relative.</p>	<p>Of all children in family foster homes during the reporting period, what percentage are placed within their county of court jurisdiction?</p>	<p>Calculate the number of children by agency that have been in family foster homes during the reporting period.</p> <p>Calculate the number of children that are placed in their county of court jurisdiction.</p>
<p>Eighty-six percent of children supervised by the contractor shall be placed with all members of their sibling group unless placement with their siblings has been determined to be contrary to the best interest of the children and is documented in the case record.</p>	<p>Of all children who entered foster care with one or more siblings, how many were placed together at the initial placement under the contractor's supervision?</p>	<p>Count the number of children who entered foster care with siblings. Count the number of children who, at the first CPA placement within the reporting period, remained with all of their siblings.</p>
<p>Seventy-five percent of children supervised by the contractor shall be reunified with their parents, placed in guardianship, or permanently placed with a relative within 12 months of entering foster care.</p>	<p>Of all children who were reunified with their parents or caretakers at the time of discharge from foster care, what percentage was reunified in less than 12 months from the latest removal from the home?</p>	<p>Count the number of children discharged from foster care during the reporting period.</p> <p>Exclude the number of children where the date of latest removal from home is missing or the date of discharge minus the date of latest removal is zero; or the date of discharge from foster care minus the date of the latest removal from home divided by 30.4375 is greater than or equal to 252 (child would be over 21 years old).</p> <p>Of the population that is left, select those cases whose reason for discharge is reunification or living with other relatives.</p> <p>Count the children where length of stay in care was less than 12 months.</p>

No more than 10% of children leaving foster care will re-enter out-of-home placement within 12 months.	Of the children who exited foster care, how many have re-entered out-of-home placement within 12 months?	Select the children who have the total number of removals from home to date is greater than or equal to two. Calculate time to re-entry in months (date of latest removal from home minus (-) date child was discharged from last foster care episode). Divide this number by 30.4375. Count children where time to re-entry is greater than 0 and less than 12.
One hundred percent of all children under the supervision of the contractor age three years or younger shall be referred to Early On for an assessment.	Not currently available to collect. A manual reporting process will have to be developed until automation is built to capture this data.	
One hundred percent of all youths supervised by the contractor shall be screened for possible educational handicaps and, when appropriate, shall be referred for a special education assessment (MET) within 30 days of entering the contractors program unless the youth is already participating in a special education program.	Not currently available to collect. A manual reporting process will have to be developed until automation is built to capture this data.	
One hundred percent of all youths 14 years of age and older, supervised by the contractor, shall have an independent living needs assessment completed.	This information will be available once SWSS CMS is fully operational. The information is captured in a “check box” where the worker will check a box if the assessment is completed.	A query will be developed that counts all foster care cases ages 14 and older for the report period by contractor. Of these cases, how many cases identify that an assessment was completed?